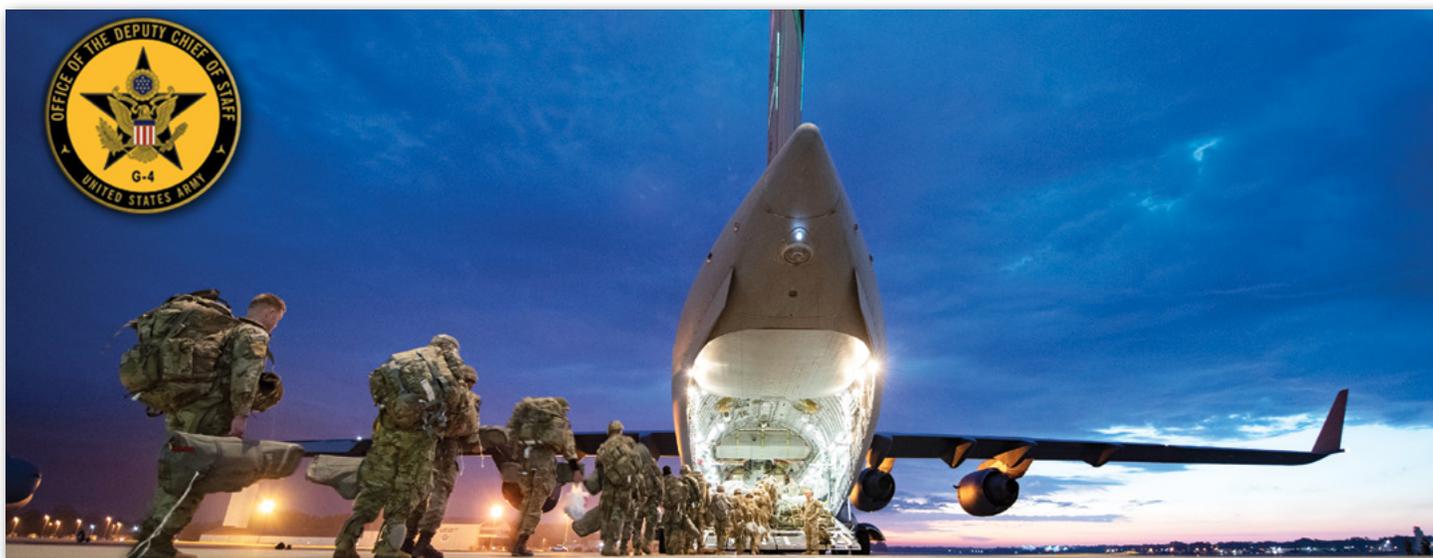


LOGISTICS TIMES

Latest news, commentary, and articles from the “Backbone” of Logistics. Established 2021.

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People

Our people are our greatest strength. We must recruit and retain a world-class workforce with the right skillsets to sustain our Army into the future.

Modernization

As we modernize, we must drive divestiture of legacy systems to unburden our Army, we must drive holistic life cycle sustainment plans that ensure Army readiness, and we must maximize our organizational Army sustainment capacity to ensure warfighting readiness.

Readiness

We must set conditions for Army readiness through professional, proactive, and anticipatory planning, policy, and programming operationalized by collaboration across the Army Staff, Army Commands, Army Contracting Commands, and Direct Reporting Units.

“Through continuous reform, the Army G-4 strives to improve the way Soldiers are fed, equipped, and developed.”

SGM Jimmy Sellers



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General Dwight D. Eisenhower

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ABOUT HQDA G-4

Our Mission

Develop, implement, and oversee Army strategy, policy, plans, and programming for logistics and sustainment in order to enable Army readiness, strength, and speed.

Our Vision

Combat - credible Army units from the Strategic Support Area to the Tactical Support Area resourced to set theaters, deter and compete below the level of armed conflict, and combat-ready for multi-domain conflict while meeting the demands of the Global Operating Model.

Our Priorities

People

Readiness

Modernization

Reform

“I expect you to remain adaptive, innovative, and focused on maximizing our resources to enable as much Army readiness as possible.”

LTG Duane A. Gamble, DCS G-4

G-4 Lines of Effort

People, Strategic Readiness Modernization, and Operational Readiness

G43/5/7: Integrates strategic Army logistics functions in support of Defense Planning and the National Military Strategy to sustain Army forces supporting global combatant commanders.

G44S: Establishes supply policies, resources and supply programs and develops key logistics action plans that enable total Army readiness.

G44M: Provides comprehensive sustainment capabilities (National through tactical) that enable ready forces over time through integrated maintenance and lifecycle policies and programs.

G46: Provides Logistics Domain Management oversight for policy, governance, investment strategy, and technical requirements integration of automated logistics business mission and warfighting mission area information technology.

G48: Performs and facilitates Sustainment Program Evaluation Group (PEG) responsibilities for the PPBE processes.

Reserve Component Integration (RCI): Advises the DCS G-4 and the G-4 staff on RCI training, utilization, readiness, and mobilization.

Logistics Initiatives Group (LIG): Provides dedicated and responsive staff support to develop and communicate the DCS, G-4's strategic decisions and to influence internal and external audiences in support of logistics-based initiatives, actions, and programs.

Expert Soldier Badge: Increasing Sustainers Lethality

By SGM Jimmy Sellers



Greetings from the Army G-4,

I'm truly excited about the inaugural edition of the Logistics Times! With that, I wanted to take a moment to talk about how the Army continues to focus

on increasing its ability to ensure Soldiers remain lethal, agile, and ready when called upon. It's clear to me that building and developing cohesive teams who are highly trained, disciplined, and fit is a focus of Army Senior Leaders.

I would submit that, in accordance with the 8-Step Training Model leaders are consistently training, preparing and executing the requirements to earn the Expert Soldier Badge (ESB).

While in Garrison, Soldiers can still prepare for the challenges they will encounter in combat operations. As an example, Physical Readiness Training (PRT) to begin the day - performed in accordance with FM 7-22 - will adequately prepare our Soldiers for the Army Combat Fitness Test (ACFT). In my mind these two events, coupled with the preparation that goes into executing them, have the potential to have a significant positive impact on Soldier readiness.



As it pertains to discipline, it's about doing the right things right when no one is watching. If you are a leader, it's also about holding Soldiers accountable to established standards. I consider discipline as a fundamental foundation for our Army - it is required in developing highly trained and fit Soldiers.

The ESB improves lethality, recognizes excellence in Soldier's basic skills, and increases individual, unit and Army readiness. Comparable to the Expert Infantry Badge and Expert Field Medical Badge, the ESB is for Soldiers assigned to all other military occupational specialties in the Army. Leaders are able to use the badge to recognize Soldiers who attain excellence in physical fitness and marksmanship and a high standard of expertise in land navigation and performing warfighting tasks.

The Army implemented the ESB towards the end of

2019 in early fiscal year 2020, with the thought in mind that earning the badge will test a Soldier's proficiency in physical fitness, marksmanship, land navigation, other critical skills, and demonstrate a mastery of the art of soldiering.

ESB training and testing is extremely challenging, mission-focused, and is conducted under realistic conditions. Under the test process and in order to earn the prestigious badge, leaders have an opportunity to validate mastery level individual skills through a series of evaluations. The standards for the ESB place Soldiers under stress that tests their physical and mental abilities as they execute critical tasks to an established set of standards.

The test itself consists of the ACFT, day and night land navigation, individual testing stations, and culminates with a 12-mile foot march. ESB test stations include warrior tasks laid out in the ESB regulation and may also include five additional tasks selected by the brigade commander from the unit's mission essential task list. Each ESB task is evaluated on a "go" or "no-go" basis. The ESB is all about increasing the readiness of our Army, developing Soldier skills, and building leaders to win.

More specific information about the ESB is available in [TRADOC Regulation 672-9](#). Also, check out the [ESB Portal](#).



SUSTAINMENT LEADER BIG FOUR

Every organization relies on a clearly defined vision statement supported by agile goals. A vision statement captures where the organization is going and can inspire others to achieve organizational goals.

The Sustainment Leader's Big Four depicts the trajectory and emphasized focus of Sustainment Leaders within the United States Army. The paradigm shift from counter insurgency operations to large scale combat operations requires a Sustainment Leader who is fit, disciplined, and warrior focused. In general, topics coming before the Sustainment Leaders Forum (SLF) shall be reviewed by a small group of senior leaders for management of actions affecting the Sustainment Enterprise, including management, familiarization, and execution. The SLF will typically meet bi-monthly. Topics the SLF shall examine will include, but shall not be limited to:

Sustainment NCO Strategy Updates/Refinements; Food Service Modernization Efforts; Equipment and Uniform Updates; Professional Military Education (PME); Combat Training Center Insights; Workforce Development and Mentorship; Technology Initiatives; and Total Army Analysis Updates.

People

People remain at the core of the Sustainment Leaders Big Four; thus, a comprehensive process for identifying, developing, and retaining talent is required. Talent Management, at its core, will develop leaders - through targeted training and mentorship - that are ready on day one and prepared to meet the needs of emerging future challenges. The critical tasks for this line of effort include, but shall not be limited to:

Assignment by Talent/Skills; PME training to increase capacity; certifying Soldiers across critical sustainment tasks.

Readiness

Sustainment Leaders must obtain and retain the best talent to maintain and advance readiness, as these rates within the sustainment community drive the focus for training and requirements. As requirements for capabilities increase across the enterprise, evaluating legacy practices becomes imperative as Sustainment Leaders work to meet the challenges presented by the evolving state of future warfare. The critical tasks for this line of effort include, but shall not be limited to:

Updates to Career Map DA PAM 600-25; Updates to Digital Training Management System; Leader Development Programs; ACFT and height and weight standards; Soldier Injury and Recovery Education and Training; Holistic Health and Fitness.

Modernization

SLFs serve as the centralized venue for discussion surrounding current and future sustainment restraints. The Forums will outline lessons learned from the field as well as share current and future initiatives that are ongoing throughout the strategic enterprise. The outputs of SLFs will drive modernization efforts required to support the efforts of our Soldiers at home and aboard. Through active participation and communication, the commitment is to provide the best systems, best practices, and quality programs that will remain the priority of all Sustainment Leaders. The critical tasks for this line of effort include, but shall not be limited to:

Reintegration; Squad Leader; Knowledge Sustainment Network; Band of Excellence; Resource and Training Management; Talent Management Database.

Training

Modernization will drive training through SLFs, Sustainment Universities, PME, and Leader Professional Development Programs. The ability to reform processes to meet the demands of war will drive sustainment formations to not only meet the demands of ADP 3-0/4-0, but exceed all expectations. The Sustainment Leaders Big Four serves as a playbook which will enable sustainment in contested environments into the future. The critical tasks for this line of effort include, but shall not be limited to:

Training With Industry; Leaders' Digital Handbook/Leaders book; Home Station PME; Electives in PME; Expert Soldiers Badge; Brigade Level Seminar.



Your Legacy - Set Others Up For Success

Article Published in Army Sustainment, Jan-March 2021

By CSM Alberto Delgado



Our Army is the best fighting force the world has ever known because we have the best people in the world. This is why taking care of our people is the Army's top priority.

As the Army's senior enlisted sustainer, it is my duty to ensure the Army's enlisted sustainers have access to a deliberate, focused, and balanced talent management program, tailored to groom and mentor the Army's future leaders. I envision the Army's new Senior Sustainment Leader Talent Management program will empower both senior NCOs and those rising through the ranks by providing honest assessment and mentorship.

How to achieve this vision starts at the top. It is up to

with honest feedback. If someone is not carrying their weight, it is our job as Army leaders to let them know and then provide them with the mentorship needed to grow personally and professionally.

We have an obligation to provide feedback and have those hard conversations that will help our Soldiers become better leaders. These baseball cards will provide senior enlisted leaders a snapshot of Soldiers so leaders can put a face to a name when opportunities present themselves, like the Army Sustainment Conference. Leaders can then have more meaningful conversations and offer the right advice. Making these essential connections will help our Soldiers looking for opportunities to advance and help improve the Army as a whole by preparing the right leader for the right position. Looking three to five years down the road, these Soldiers have the potential to fill key roles across the military. It is our responsibility to prepare them to make sure they are ready when that day comes.

Another critical part of this process is mentorship. I always ask people "who do you mentor" or "who is your mentor?" I am seeing less and less people who can answer those questions. Mentorship is becoming a lost art, but I believe that you can't be successful if you only talk to people at your same level. I am encouraging my MSC command sergeants major to look two levels down and get to know those people and their families.

Our enlisted sustainers are the most experienced NCOs within their formations. Their operational exposure has afforded them the opportunity to develop and grow through each mission. Many Soldiers do not have the luxury to sit in some of the meetings I get to, so it is our responsibility as senior NCOs to share our knowledge. Some people look at mentorship as a sign of weakness, but the Army is a team sport, and we need to rely on each other to make sure we are recognizing and mentoring talent.

Together, our collective experience will drive this program to meet its intent. Our end state is to have the right sergeants major in the right positions, at the right time in support of Army and DOD requirements. At the same time, we will build the bench of experienced leaders who are prepared to assume duties and responsibilities at the next level on day one. For this program to be successful, I am counting on my sustainment leaders to keep me updated and help identify those rising stars.

An infographic featuring a large, stylized number '3' in black and yellow. To the right of the '3' are three definitions, each accompanied by a small photograph. The first definition is 'Respect', the second is 'Reputation', and the third is 'Relationships'.

Respect- Deep admiration for a person based on the results of a person's qualities, abilities and achievements

Reputation- A brand and broad view and combination of critical things of what people know, think and believe about qualities and abilities

Relationships- Healthy and balanced approach to establishing, maintaining and fostering concepts to remain connected with beings in and outside of your immediate space

the Army's senior NCOs to provide candid and unbiased assessments of the Soldiers in their ranks. The Senior Sustainment Leader Talent Management program will help identify and build skilled NCO leaders who are capable of thinking strategically, while performing at the operational level of the enterprise for the Army and Department of Defense.

As a part of this process, I have provided each of Army Material Command's major subordinate commands (MSC) with what I call baseball cards. Each of my MSC NCOs will fill out a baseball card for every command sergeant major and sergeant major in their organization. The card includes a Soldier's and commander's assessment of strengths and weaknesses, along with the positions they believe they can best serve the Army in. This is not a check-the-box activity. It is all about getting to know your people and providing them

When I was a first sergeant at the Defense Logistics Agency, I served in a new position under SGM David Roman. He was like a big brother to me, showing me what good leadership looks like. He ran with the backbone flag that said, "Lead, follow or get the hell out." He passed it along to me and to this day, it still hangs in my office. I also had the opportunity to learn from then-Command SGM Frank Saunders, the Army War College and Carlisle Barracks SGM. He was such a people-person and a charismatic leader. It seemed as if everyone's lives he touched became successful.

I continued building relationships with mentors as my career progressed, including my relationships with retired SGM James Sims and retired SGM Rodger Mansker, the last two people to hold the position of AMC's senior enlisted adviser before me.

Four years ago, when I served as AMC's Operations and Logistics (G3/4) SGM, SGM Sims prepared me for the position I am in today. He developed me, made sure I understood the mission, the major subordinate commands and fully realized the importance of what we do at AMC. SGM Mansker, who served as the U.S. Army Security Assistance Command's senior enlisted leader and shared the same building as AMC, took time to explain to me his organization's role and how it fit within the material enterprise, adding to the foundation of knowledge I would come to use as AMC's senior enlisted leader.

Serving as the AMC G3/4 sergeant major is one of the best things that ever happened to me. As senior enlisted leaders, we have the opportunity to pay it forward and invest in the next generation of leaders. Whether you are the mentor or the mentee, it is important to keep in mind what I call the three Rs: respect, reputation, and relationships.

When I say respect, it is not about a position. It goes both ways. You need to respect everyone around you from the highest to the lowest ranking person. If you don't treat people with dignity and respect, those people will take it home. We need that family buy-in because without it, the Army loses good Soldiers and civilians. For me, my family has supported me 100%, from my days as a young NCO through my 13 years serving as a SGM. This support has made all the difference.

Reputation and relationships are all about trust and

doing what you say you are going to do. Your reputation is a combination of what people know, think, and believe about your qualities and abilities. When it comes to reputation, the onus is on you to prioritize self-development and seek honest and open feedback to help mold how others see you. As leaders, we have to encourage these habits in our young Soldiers.

Relationships are all about establishing, maintaining, and fostering connections inside and outside of work. SGM Michael Grinston talks about the importance of our squad, how it is not just his initiative, but something the Army as a whole should own and implement. We need to embrace the Army's concept of "This is My Squad" and take care of the people around us. My squad is the sixth floor of AMC. It is made up of Soldiers and civilians. Every squad is different, but it is all about ownership and being proud of the team you work for.

Relationship building extends to the Army family as well. It is more than knowing your Soldiers. I often ask people "when was the last time you met a Soldier's parents?" When a Soldier knows you call their parents or send them notes about big accomplishments, it makes a huge difference. That is true leadership. You must take the initiative to talk to families and, at times, reassure them. It shows our Soldiers we care about more than just the mission.

Keep getting to know your people and don't be afraid to look outside of your squad. Take the time to get out from behind your desk and get into the motor pool. If it wasn't for the Soldiers in the motor pools, I would not be in this position. Look outside the box and learn more about those around you.

The Army is working to improve diversity, equity, and inclusion across the force and build cohesive teams. It is a proven fact that organizations with more diversity perform better. I come from a long line of proud Puerto Ricans. My parents were both the first in their families to move away from the island, but we maintained the importance of our culture and our roots as I grew up. I know that, for me, growing up in a diverse and multicultural area shaped who I am today. Learn more about those around you. Their background has shaped who they are and offers something different that makes the Army stronger.

Leader Development: Changing The Way Sustainment NCOs Grow

By CSM Marissa Cisneros and SGM James Yuras



Today's complex world requires innovative ways to manage talent and develop leaders. The NCO Corps holds this in high regard. We must regain the trust of our Soldiers and the American public. One may ask, how do you grow the next generation of leaders? The leader development process's sole output is to create energetic, flexible, strategic thinking leaders who are empathetic to those entrusted into their care. Maintaining a ready force requires entrusted leaders who possess the attributes and competencies in line with what the American people expect from the most powerful fighting

force. The Army's Leader Development Model has been the guiding principle in creating leaders throughout the force. The model consists of three separate domains: the Institutional, the Operational, and the Self-Development Domain. Each domain contributes to the Army's overall development. Although NCOs spend most of their time in the operational domain, no one domain is more important than the others in growing leaders throughout the Army. Organizational leadership must capitalize on the great responsibility to invest in their Soldiers. Throughout this article, we will discuss how we have enhanced our leadership development training across all three domains to build future leaders.

Institutional Domain

The institutional domain is a critical element in the development of an NCO. As doctrine and the operational environment evolves, so has the Noncommissioned Officer Professional Development System (NCOPDS). A key focus area has been to add rigor to the Program of Instruction (POI); the right content is key to developing adaptive leaders. When a junior Soldier begins the transition into leadership roles, formalized institutional lessons enhance Soldiers' leadership abilities. Starting with the Basic Leaders Course, required for all specialists before their promotion to sergeant, all the way to the Non-commissioned Officer Leadership Center of Excellence

(NCOLCoE), where they become eligible to serve as sergeants major. One focus of the Select, Train, Educate, Promote (STEP) process developed four years ago was to ensure Soldiers attend the required schooling before their promotion to the next level. The COVID-19 pandemic environment resulted in the need for exceptions to policy, allowing promotions if Soldiers cannot attend schooling for various reasons. These exceptions are not the norm; however, they enable Soldiers to continue to progress as it is no fault of their own.

Additionally, it is imperative that NCOs who are fully capable of attending PME complete it on time. Failure to meet their requirement may hinder further promotions. Time after time, centralized evaluation board after-action reviews provide feedback on the importance of NCOs attending schooling; the caveat is if there are matters out of their control. Overall, the institutional domain requires those in leadership roles ensure their subordinates complete schooling.

Noncommissioned officer academies (NCOAs) within the Sustainment Center of Excellence (SCoE) utilize the blended learning environment to deliver POI. The balance of synchronous and asynchronous delivery provides the flexibility needed during the COVID-19 pandemic and challenges the learner, as self-discipline is essential during Primary Military Education (PME) completion. COVID-19 truly challenged the schoolhouse learning delivery method. Rapidly creating a blackboard.mil PME delivery option was a critical step training developers and NCOAs implemented for all Advanced Leaders Courses (ALC) and Senior Leaders Courses (SLC) Military Occupational Specialties (MOS). These digital learning opportunities enabled the continued delivery of the course load.

Additionally, NCOAs across CASCOM implemented NCO Common Core Competencies (NCO C3) into the POI as of Oct. 1, 2020 within the Quartermaster, Ordnance, Transportation, Finance, and Human Resources



Branch curriculum. Developed by the NCOLCoE, the six competencies within NCO C3 are Leadership, Communications, Readiness, Training Management, Operations, and Program Management. The 55-hour course is an essential link to the continual development of NCOs. Throughout the course, NCOs demonstrate proficiency



in creating and sustaining an organizational climate of trust and shared identity, thereby increasing readiness and effectiveness. The non-MOS specific content is sequential and progressive as NCOs

reach the next level within their PME.

ALC NCO C3 challenges students to think critically, generate creative ideas and learn to solve complex problems. The Staff Sergeant leads squads and sections and is the critical link in the NCO support channel. Using the Army Leadership Requirements Model (ALRM), NCOs collaborate and exchange innovative leadership ideas and training approaches. Thorough assessments during the course ensure NCOs comprehend the content delivered. The end state is a well-rounded Staff Sergeant prepared to assume duties as a professional leader.

The focus in SLC NCO C3 builds on previous lessons presented to the NCO while attending ALC. The sergeant first class must be prepared to execute unit-level administrative and staff roles while also ensuring operational proficiency. SLC NCO C3 focuses on critical areas such as demonstrating proficiency in the vital warfighting function of sustainment, supporting Army operations. NCOs examine management techniques, analyze mission command systems, construct an analytical essay, create platoon training and leader development plans and learn basic negotiation principles. The learners culminating event includes delivering a concept of support brief. Instructors provide in-depth feedback to better prepare the student for assuming responsibilities at the next grade.

In addition, the Logistics Noncommissioned Officer Academy (LNCOA) continues collaboration with the CASCOM Technical Department to digitize select lessons of NCO C3 for ALC and SLC. The Training and Doctrine Command's (TRADOC) priority is to shift

a portion of NCO C3 PME into a distributed learning (DL) platform, leveraging technology in the delivery of PME. TRADOC and NCOLCoE reviewed all current lessons and selected topics that will remain in resident and those that will transition to DL. The intent is to address NCO skill and Army program knowledge gaps during phase two which is in house delivery. This hybrid means of delivery will prove to be just as challenging and projected to become a multi-phase curriculum in FY23. Once implemented, it is incumbent for leaders across the force to allow their Soldiers adequate time to complete their coursework.

Sustainment Common Core (SCC) is another added POI specific to the LNCOA. Today's senior NCO must be able to serve as a multi-functional logistician. SCC further solidifies the senior NCO's role within the Sustainment Warfighting Function. Training focuses on ensuring SLC students can effectively plan, prepare, and execute sustainment operations to support large-scale combat operations in a multi-domain environment. Logisticians must know how to efficiently deliver combat power, provide support and services to enable commanders to maintain freedom of action, and extend operational reach in an uncertain tempo. By providing the 58 hours of POI, cadre leads students through logistics planning tools such as LOGSTAT reporting and asset management. Other critical areas include the ability to leverage in-transit visibility and maintaining running estimates. This craft requires training and repetition to develop NCOs' ability to support the warfighter. The LNCOA's end state is to develop NCOs who have greater adaptability across the sustainment community and enhance their ability to advise commanders at echelon with accurate figures and statistics. This knowledge enables commanders to achieve logistics decision advantage on the battlefield, exponentially increasing logistics velocity. Although the institutional domain is critical to leader development, it does not stand alone; the second pillar of the leader development model is the operational domain. We will further discuss how the operational domain contributes to Leader Development.

Operational Domain

Life, in general, is a series of events, exposures, experiences, challenges, failures and setbacks. The variety of environments and conditions can create different out-

comes. These varying conditions contribute to how we grow as individuals. These experiences and differing environments serve to generate diversity and flexibility in people. Our setbacks, experiences and assignments contribute to our leader development. Army Regulation 350-1 states that the operational domain is where leaders undergo the bulk of their development.

Our earliest assignments and supervisors shaped our perspectives about the Army. Therefore, the Army incorporated the Enlisted Marketplace in 2021. HRC provides NCOs with preference options aligning with their knowledge, skills and behaviors. NCOs face many opportunities to gain operational development, but choosing the best personal growth path and advancement can be challenging. Buzz phrases often heard are, "Don't shy away from the hard assignment" or "step out of your comfort zone." One could argue each assignment comes with its own unique set of challenges. It is through these challenges we grow the most.

Development and success come from one's commit-

ment to mission accomplishment. Challenging assignments coupled with personal sacrifices are vital to creating well-rounded professionals. Drill sergeant and recruiting duty are often seen as challenging but rewarding assignments. A recruiter witnessing a Soldier who lacked confidence returning from Initial Military Training as a confident and proud Soldier gets a feeling of accomplishment. A drill sergeant who helped a Soldier struggling to get through Basic Rifle Marksmanship beams with pride at that Soldier's accomplishment. They know it was coaching making the difference. Assignments in joint or multinational commands create a unique growth opportunity. Leaders must embrace such opportunities as they provide tremendous exposure and growth. The added knowledge and experience in leveraging sister services and multinational partners is also invaluable. It is through knowledge and experience we will fight and win wars.

In sustainment, developmental assignments differ as much as the varying assignment of choice and MOSs.

For officers, the three branches of Quartermaster, Ordnance, and Transportation combine into the Logistics Branch upon Captain's Career Course completion. Adjutant General, Finance, and Comptroller Officers remain in their respective fields throughout their career. Warrant Officers and enlisted personnel remain very functional, becoming experts in their fields. As they progress throughout their career, all Sustainers gain a multi-functional understanding of sustainment and the importance of each MOS, contributing to mission success. They focus on best leveraging the resources and expertise under their span of control to complete assigned missions.

Different assignments in varying organizations promote growth in individuals. Sustainment units range from the battalion through the sustainment enterprise. Each unit has a unique environment and



exists to provide support to the warfighter. In the operational domain, traversing through various positions enables a collective learning environment. Properly leveraging the Marketplace to hone in the assignment best meeting the individual Soldier's career needs and the Army's needs is critical to retaining the Army's best. AR 350-1 states that, "Experience enables leaders to execute Mission Command (MC) at all levels of responsibility. It is where junior leaders achieve technical competence; mid-grade leaders further develop their ability to lead units and organizations, and develop senior leaders to contribute to the national and geopolitical strategy." As stated earlier, it is the operational domain where leaders grow the most, thus, making it critical for leader development. The operational domain is not all-inclusive, making it necessary to look at the self-development domain.

Self-Development Domain

It is within the Self-Development domain that NCOs often have the most challenging time. Self-development is a never-ending responsibility, a lifetime commitment to making oneself better through progressive learning. NCOs are inherently selfless, placing the needs of their Soldiers above their own. Sacrifice comes with the title sergeant. There is a fine line that NCOs must walk between dedicating too much time taking care of Soldiers and taking care of individual development needs. How much time should one commit to one's self-development? What is the right balance? There is no right or wrong answer; each situation and organization will have its own set of challenges. The next portion of this article will describe some of the opportunities available to NCOs in the self-development domain. Overall, what is most important is that each person needs to dedicate time to complete programs under the self-development domain.

The self-development domain consists of various opportunities that will expand an individual's unique skill set and provide them with experiences that will make them better rounded, adaptable, flexible, and capable of leading in any environment. Broadening opportunities are one part of the self-development domain. Broadening opportunities are assignments that are typically outside of regular duties. The Army has learned that these assignments create well-rounded individuals who

will thrive in uncertain and complex environments. DA Pam 600-3 states, "The result of broadening is a continuum of leadership capability at direct, operational, and strategic levels, which bridge diverse environments and organizational cultures." Broadening opportunities include but are not limited to Congressional Fellowships, Training with Industry and the Sergeants Major Fellowship Program provided by NCOLCoE. NCOs can find additional information on broadening opportunities from their branch proponent offices and the HRC website.

College degrees and civilian certifications are another part of the self-development domain. During an interview with MG Anthony Cucolo, he stated, "When I was commanding U.S. Division-North in Iraq, I needed my Command Sergeant Major to operate at the level with me as much as my two one-stars and my Chief of Staff." This sediment is the belief amongst most senior leaders in the Army today. The days of officers being the only ones that should possess a degree or certification have long passed. NCOs understand the value and importance of earning degrees or certifications. NCOs continually seek out opportunities to better themselves. Agreements made under the Service Members Opportunity



Colleges in collaboration with the American Council on Education, many institutions of higher learning award college credit to NCOs for things already learned and worked on daily. For those credits not credited toward a degree, NCOs can leverage the Tuition Assistance Program to pay for the remaining credits necessary to complete their degree. In 2018, the Army implement-



ed the Army Credentialing Assistance Program. Under it, NCOs may pursue civilian credentials and certifications, which will enhance their qualifications. Certifications and credentials gained

through this program may or may not directly relate to an NCO's designated field. Upon completion and award of the certification or credential, NCOs will have something that will make them more marketable when they depart the Army.

Another element of the self-development domain includes non-standard leader development programs. These programs are broadening and typically outside of traditional Army programs. They may be pilot programs or unique and specialized in nature. Some examples of these programs are the Industry Based Broadening Seminar for Logistics, The Army Artificial Intelligence Cloud Technician-Master Gunner Program, and the Defense Logistics Agency Senior NCO broadening program. Each program empowers individuals with the knowledge to improve readiness within organizations. The skills garnered through these specialized programs improve individuals, which in turn makes the Army better.

Lastly, Individuals must constantly read and leverage technology to expand their knowledge base. Changes to doctrine, Field Manuals, Army Training Publications, and regulations change how we operate as an organization. Professional reading expands knowledge, provides the reader with fresh perspectives, and increases their intellectual capacity, enabling better decision-making. Under-



standing this displays how Soldiers have matured in their development. Senior leaders recognize individuals with expanded knowledge bases and seek them out for input during difficult decisions.

The opportunities available to Soldiers in the self-development domain are as significant as the experiences gained through the operational domain and lessons learned in the institutional domain. Dedicating one's time is the key to being successful in the self-development domain. Multiple opportunities exist; Soldiers need to take advantage of them.

Conclusion

The challenges our Army faces as we move forward in time will be complex. Our leaders must be adaptive, showcasing the ability to adjust leadership to meet the individual Soldiers' needs, organization and ever-changing situations. Leaders must ensure they develop, so they maintain relevancy across multiple generations. Leaders must commit to a mindset promoting lifelong learning; we will often operate in environments that will be ambiguous and uncertain. Our nation has entrusted us with safeguarding their sons and daughters. Leaders must take a holistic approach and focus on all domains of the Leader Development Model. Leaders must change the culture and focus on leader development for all Soldiers. NCOs must leverage every part of the Leader Development Model and never stop learning and developing. When we do this as an Army, it strengthens our ability to face future challenges.



Expanding The Soldier And NCO Of The Month Board

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By SGM Craig A. Collins, NCO Leadership Center of Excellence



Leader development has never been more important. The contemporary operating environment (OE) is defined by chaos and ambiguity with near-peer threats and non-state actors continuing to challenge American interests (Department of the Army, 2019a; Mattis, 2018). The obstacles facing today's Army continue to expand as technological innovations redefine the OE. Upholding the Warrior Ethos must remain a priority to ensure the force is ready to meet any challenge.

One way leaders can emphasize the Warrior Ethos is by expanding the Soldier/NCO of the Month Boards to focus on not just textbook knowledge, but also combat skills. As Nobel Prize-winning biophysicist Archibald Hill discovered in the 1920s, you can scientifically measure and predict a person's peak performance capability in a controlled setting, but it means nothing when stress, fatigue, and chaos kick in (Housel, 2018). This article discusses ways in which expanded Soldier/NCO of

the Month Boards can add dynamic challenges to better prepare Soldiers for future combat.

Shaping Operations

Soldier/NCO of the Month Boards are a vital part of the leader development process. Traditionally they have served as rehearsals for promotion boards, preparing Soldiers to answer common core questions consistent across most units.

The promotion board is an integral part of leader development and provides a platform for senior leaders to validate a Soldier for the next rank. Usually consisting of the command sergeants major and first sergeants of an organization, it has historically served to test a Soldier's ability to answer questions under pressure, allowing them to demonstrate knowledge and highlight accomplishments. The Soldier/NCO of the Month Board has typically been the primer for a promotion board, but I would argue not enough emphasis has been placed on it and it has not been maximized to achieve its full potential. If the goal of leader development is to create

Soldiers capable of operating in chaos and ambiguity, then every opportunity should be leveraged to create conditions that will enable Soldiers to rapidly develop skillsets needed to dominate in the contemporary OE.

Seize the Initiative

Expanding the Soldier/NCO of the Month board to a more combat-focused event includes adding Warrior Tasks and Battle Drills while simultaneously assessing basic knowledge. The regulations for promotion boards prohibit "hands-on" testing, but there are no such restrictions for Soldier/NCO of the Month Boards (Department of the Army, 2019b).

With this concept in place, the president of the board should be a first sergeant, and the board members should be platoon sergeants. The room would be set up in a round robin format for Level 1 and 2 tasks. Stations should include, at a minimum, a weapons testing station on as many



U.S. Army Spc. Owen Cyr, assigned to Regimental Support Squadron, 2nd Cavalry Regiment, fires an M2 Browning .50 caliber machine gun during a Soldier of the Month Board at the Grafenwoehr Training Area, Bavaria, Germany, March 12, 2021. (U.S. Army photo by Spc. Javan Johnson)

of the unit's organic weapons as possible, map reading station (recommend a testing scenario), communications station, and a night vision device station. This setup is consistent with the command priorities of shoot, move, communicate, and own the night, a popular U.S. Army mantra and philosophy.

In the second phase, as Soldiers and NCOs are tested on their Warrior Tasks and Battle Drill skills, they are asked general knowledge questions testing their ability to think under pressure. The uniform for this board should be full field uniform to include face paint, body armor, personal weapon, and protective mask. The sponsor would also be involved and in the same uniform, creating a team-building opportunity. Board members would rapidly fire questions at both the Soldier and the sponsor to create stress during the proceedings while testing cognitive abilities and motor skills.

An Example

A Soldier sets up and conducts a radio communication check with their sponsor, who is on another radio in the room. This tests both the Soldier and sponsor creating a learning and team-building event, all while reciting the Soldier's Creed.

Conclusion

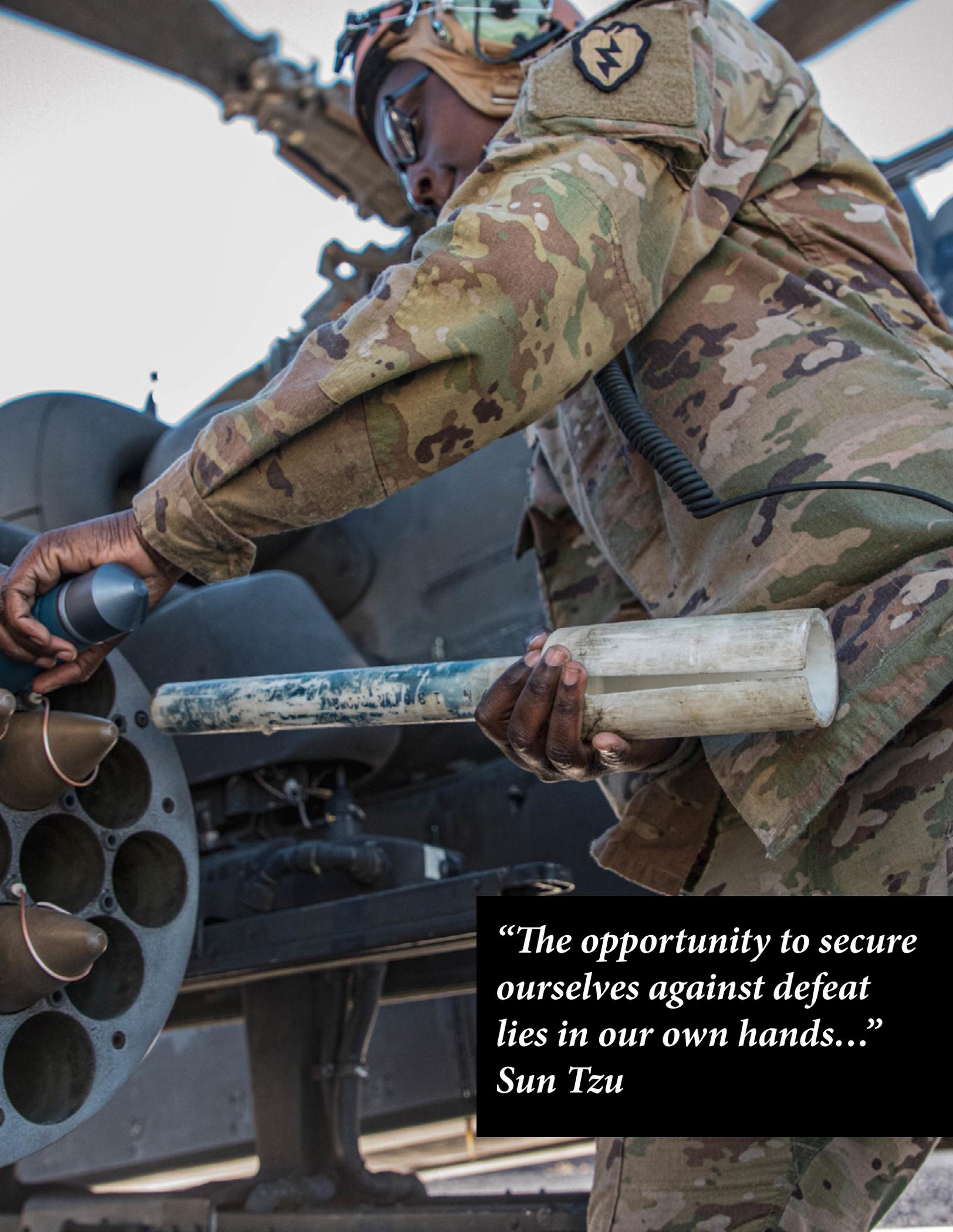
Leader development is paramount to sustaining a strong force capable of dominating any adversary. Upholding the Warrior Ethos must be a priority for every leader to ensure Soldiers are prepared for tomorrow's challenges. Improving Soldier/NCO of the Month Boards would better prepare Soldiers to operate in chaotic and ambiguous OEs while staying focused on mission accomplishment.



U.S. Army Spc. Jordan Herring, 35th Air Defense Artillery Brigade, reads a map to determine the best way around a pond as part of a land navigation course during the Eighth Army Best Warrior Competition at Rodriguez Live-Fire Training Complex, South Korea June 1, 2020. (U.S. Army photo by Spc. James Whitaker)

“The board, utilizing a question and answer format, will test the preparedness of the recommended Soldier to determine their potential to serve at the recommended rank. Questions should focus on leadership, awareness of military programs, and knowledge of basic Soldiering and world affairs.”

(Department of the Army, 2019b, pg. 42)



*“The opportunity to secure ourselves against defeat lies in our own hands...”
Sun Tzu*

Making a Better Strategically-Focused Sustainment NCO

Article Published - Army Article 244392, March 19, 2021

By CSM Errol Brooks



The United States Army constantly improves its warfighting ability in preparation for the future which may involve large-scale combat operations. Logistical support on the battlefield

directly affects the success or failure of any operation, regardless of the scope. Moving people and supplies across the battlespace while maintaining equipment and needs of the warfighter is critical to mission success. The preparedness of the Noncommissioned Officer (NCO) to function effectively in an operational or strategic environment is both critical and one that requires additional consideration.

Through a progressive education system, we expect NCOs to be highly educated, versatile, and capable of leading American men and women through the complexities of the battlefield. However, there is a disparity between the logistics NCO's operational knowledge and the officer counterpart. Logistics officers and warrant officers receive early exposure to the operational and strategic-level process of getting supplies to the warfighter on the battlefield. Through military education, assignments, and stand-alone courses, officers gain the necessary tools to function at the operational and strategic level. In contrast, the NCOs are tactically sound when it relates to combat operations and are experts at executing, leading, improvising, and training. However, many logistics NCOs lack exposure to the importance of operational and strategic planning and assignments until the latter parts of their careers. Just as important, a Senior NCO assigned to a strategic or operational-level assignment must contribute by adding significant value to the organization. Synchronizing and integrating the NCO's formal education with training and assignments will create a more strategically focused sustainment NCO. In order to do so, NCOs must gain exposure to strategic and operational-level opportunities throughout their careers to enhance readiness.

Current Environment

Logistics NCOs often work in tactical and operational assignments such as a Theater Sustainment Command, Expeditionary Sustainment Command, or at a Division or Corps-level. NCOs must add value at all echelons and be nested in planning with operational and strate-

gic initiatives. NCOs are comfortable and proficient at these levels, but nesting them with higher headquarters and echelons of planning in order to have a thorough common operational picture of the operational environment is vitally important.

Strategic and Operational Level Requirements

After graduation from the United States Army Sergeants Major Course (SMC), I was excited for the next chapter in my career. Once I arrived at the Theater Petroleum Center, I realized my lack of operational assignments and experience with planning at this echelon was going to be a challenge. I did, of course, do some operational-level planning as a student at the SMC. At the tactical level, I was very confident in my abilities. I excelled at positions brigade and below because that is the construct of the Army's NCO Professional Military Education (PME) system. What I learned during the Advanced Leaders Course and Senior Leaders Course is not beneficial past the tactical level. At the operational level, I was lacking the fundamental knowledge necessary to complement the planning process. This is a commonality among NCOs in the Quartermaster career management field. The training required for an operational or strategic-level assignment comes after he or she is in the assignment. Sometimes the NCO never receives the training. Most NCOs 'figure it out'. That is not ideal for the NCO or organization. If the training is available, it should be a requirement for the assignment.

The NCO PME does not currently support operational and strategic level planning until attendance at SMC. From the Basic Leaders Course to the Master Leaders Course, NCOs learn the intricacies of leadership and the technical aspects of their military operational skills.

The Master Leaders Course does focus entirely on joint and operational-level operations. Waiting until NCOs reach the senior rank is troublesome and causes NCOs to have to learn entirely on-the-job rather than through deliberate and invested PME courses. Enlisted and Junior NCOs serve in staff positions at every echelon of the Army and need access to this level of education earlier in their careers.

While serving at the operational or strategic level, it is critical that all NCOs nest with higher command to ensure mission success. The NCO has an increased responsibility and role at echelons above the brigade. To

Finally, assignments remain an integral part of the NCO's overall growth. Placing NCOs in an operational or strategic assignment too late in their career is counterproductive to the success of the NCO, the organization, and the Army. Optimally, career managers can begin to manage and groom NCOs for operational and strategic assignments at the rank of SSG. NCOs must seek development, prepare through online schools, and fight for opportunities to broaden and advance their careers in order to succeed in operational and strategic assignments.



92G Culinary Specialist On-boarding And Reception Training

ATP 4-41 Army Field Feeding and Class I, AR 30-22 The Army Food Program

By SGM Ken Fauska

Something I think we all learned from 2020 is that we need everyone on the team. We know from experience that the best teams to be on are the teams that have cohesion. All

teammates are involved and engaged because we never know when we may need to make a last minute change and perform someone else's duties. The building of a cohesive team starts on day one with creating a shared understanding amongst our squad with presence, intellect, and character.

As we go into the next year I would like to provide some valuable information to enhance your reception and integration program and to assist the onboarding of new Soldiers with the intent to improve cohesion in your organization. Most of us know a few years have passed since we attended AIT and may have forgotten what takes place at Fort Lee. A Culinary Specialist receives comprehensive knowledge in the preparation and serving of food and the operation and maintenance of our Warrior Restaurants and field food service equipment. The course incorporates a blended training system which utilizes both academic instruction and practical application. When you begin your OJT program, you should ensure you are compounding on the training you have received.

- **MODULE A:** Introduction to Army Cooking Module (16hrs) presents an orientation to the Army Food Service Program, the purpose of the course, course procedures, equal opportunity, sexual harassment, food safety, sanitation, and nutrition.
- **MODULE B:** Techniques of Cookery Module (40hrs) develops the individual skillset in basic knife skills, familiarization of cooking methods and terms, classical cuts, chicken fabrication, meats, starches, vegetables, salads, soups, sauces, gravies, and kitchen equipment.
- **MODULE C:** Small Quantity Baking Module (40hrs) develops the individual skillset in baking skills, techniques, and knowledge in the preparation of standard desserts with yeast raised products, bar cookies, sliced cookies, one crust pie, two crust pies, cakes, and sweet dough and quick bread products.
- **MODULE D:** Garrison Dining Facility Operations Module (62hrs) is a culminating event designed to

have students utilize the knowledge, skills, and techniques learned in techniques of cookery and small quantity baking. This simulates a realistic Warrior Restaurant environment where students perform shift-work in the preparation of breakfast, lunch, and dinner meals for up to 300 diners. Students also receive familiarization on administrative procedures on use of the production schedule, leftovers, recipe conversion, and operation and maintenance of equipment. Food safety, sanitation, and nutrition are reinforced throughout this phase of training.

- **MODULE E:** Field Kitchen Operations Module (121hrs) provides students with the skills required to prepare and serve meals in a field environment. Students gain an understanding of the Army field site selection and layout, how to operate and maintain field feeding equipment, how to prepare and serve.
 - Army Family of Rations - Students learn about the family of rations: Unitized Group Rations-A, Heat and Serve, and individual rations, Meal, Ready to Eat (MRE).
 - Round-Robin Training - Small-group instructions on Army field-feeding equipment: Mobile Kitchen Trailer (MKT), Containerized Kitchen (CK), Kitchen Company Level Field Feeding-Enhanced (KCLFF-E), Assault Kitchen (AK), 400-Gallon Water Trailer and Camel II, Food Sanitation Center-2 (FSC-2) and Food Sanitation Center 90 (FSC-90), Multi-Temperature Refrigerated Container System (MTRCS), and the 2kw Generator. Students receive 8-hours of continuous instruction on each major piece of equipment executing multiple iterations of transport, setup and operate, and prepare for movement.
 - Field Feeding Operations - Four days of small-group instruction where students prepare breakfast and lunch meals utilizing field feeding equipment and operational rations for up to 300 Soldiers in a controlled field environment.
- **MODULE F:** Quartermaster Situational Field Training Exercise-Enhanced (QMSTX-E) (40hrs): A scenario-driven tactical exercise designed to provide reinforcement training on various Warrior Tasks and Battle Drills and reinforcement of MOS field operations. The end state provides warfighters

“You can’t just come in and go, ‘Okay, there’s the office. That’s the squad leader,’” Grinston said. “When I bring a Soldier into my squad, I’m going to show them where the PX is, I’m going to show them where the healthcare is, I’m going to show him: ‘Here are the good places; here’s the bad.’(Rempfer, 2019).



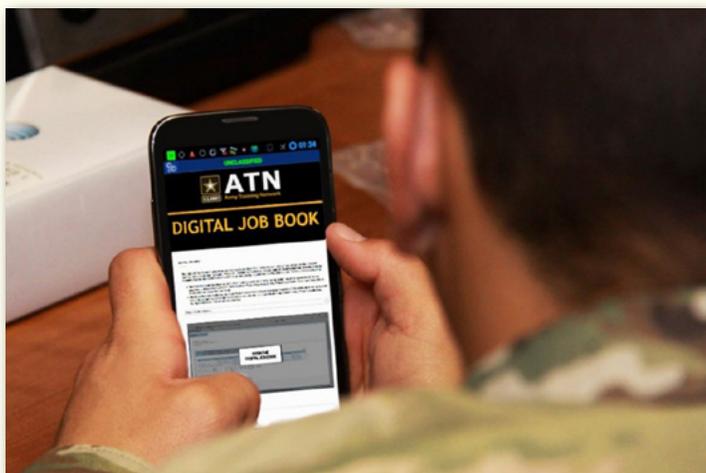
the opportunity to practice tactical skill as well as perform as a member of a team during tactical operations in the contemporary operational environment. Students also perform Culinary Specialist field feeding operations (A-M-A) for up to 500 trainees which simulates real-world field feeding operations.

Digital Job Book

As you design your training schedules, make sure you download the most current ICTL from the Digital Job Book that can be found through AKO on My Training Portal.

The Digital Job Book enables all Soldiers to review their training and qualification information recorded in the Digital Training Management System (DTMS) such as Army Physical / Combat Fitness Test scores, height /weight, weapons qualifications, completed training tasks (i.e., Critical / Warrior / Mandatory) or view tasks assigned to them by their squad / team leader. It also provides them with notifications for Army course registrations. All Soldiers can view their Digital Job Book from any device without the need for a system account or training using their Army Knowledge Online Username / Password.

Read more: [Army Digital Job Book and Small Unit Leader Tool now available via personal computers and hand held devices.](#)



DIGITAL JOB BOOK TUTORIALS
Digital Job Book Video Tutorial (MP4)
Universal Username and Password Guide
Universal Guide to using a Personal Device
Digital Job Book Guide
Small Unit Leaders Tool Guide
Manage Subordinates
<https://atn.army.mil/mytraining/>

Fielding Modern Equipment Future Vital For Joint All-Domain Operations

By CSM Kendra M. St. Helen
404th Army Field Support Brigade Command Sergeant Major
Joint Base Lewis-McChord, Washington



As the Army rolls along, so does the need for modernized equipment for Joint All-Domain Operations. The ability to win wars against our adversaries requires War Fighters to be fitted with the latest equipment. Thus, leaders

recognized the need to improve readiness and enhance our ability to support and win operations worldwide through the Regionally Aligned Readiness and Modernization Model (ReARMM) strategy. One essential aspect of the ReARMM strategy is New Equipment Fielding (NEF). The U.S. Army Sustainment Command's Army Field Support Brigades (AFSBs) play a vital role in NEFs supporting U.S. Army modernization efforts. The 404th AFSB Headquarters is located at Joint Base Lewis McChord (JBLM), Washington, where a team of Military and Department of the Army Civilians provide mission command to two AFSBs and 13 Logistics Readiness Centers (LRC) dispersed across the United States. All locations are involved in NEF in one facet or another. This article will highlight the role of the 404th AFSB HQs, AFSB-JBLM, and LRC Rock Island Arsenal (RIA). The 404th AFSB provides synchronized uninterrupted fielding support to JBLM, I Corps, LRC RIA, and tenant units.

coordinate in concert with I Corps G33 Force Management (FM), Life Cycle Management Commands (LCMCs), Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)), and units identified to receive new fieldings. It's a collaborative process, and all stakeholders understand their roles and responsibilities. The 404th AFSB/AFSBN-JBLM quarterbacks this process through receipt, storage, staging, and assisting the gaining unit throughout the equipment fielding process.

Upon notification of new equipment fielding, I Corps G-3 FM provides the Concept of Operations/ Concept of Support to the Installation Supply Division (ISD) to assist in preparation of the site. ISD is responsible for receipt, download, and visual inspection of all inbound shipments. Shipments are received in three separate locations within the ISD, including the Central Receiving Point (CRP) (small items not requiring Sensitive Items Warehouse Activity [SISA] compliance), Class VII yard (wheeled vehicles, heavy equipment, generators, etc.) and the SISA (all sensitive items and Concentrated Counterdrugs Intelligence Collection). Once the material is staged, synchronization efforts are conducted between all stakeholders and I Corps to field and assist with new equipment fielding requirements such as facilities, Material Handling equipment (MHE), and operators.

The majority of NEF arrives via commercial carrier line haul. ISD personnel receive all inbound equipment with a Commercial Bill of Lading (CBL) which is filed to document receipt of the equipment. Receipts are manually inputted into the Army Records Information Management System or Global Combat Support System-Army. Once equipment is received and processed by ISD, it is staged and stored in the Installation Supply Support Activity (ISSA) outdoor storage locations in preparation for gaining unit pickup. The ISD Class VII yard is an outdoor storage area spanning across 10 acres. In the event of overflow, equipment is stored in the Installation Transportation Division (ITD) footprint, which spans across 15 acres. In most cases, the Class VII yard is the primary location for storing and staging of new equipment, as well as divested equipment awaiting further movement.

The ISD representative notifies gaining units of equipment arrival and schedules appointments for pickup. When new equipment arrives at JBLM, ISD will contact the units to coordinate a time for unit acceptance, requirements for the issue, MHE assistance when required, or and Supply Discrepancies Reports (SDR) as needed. ISD verifies that supported units have the proper authority to receive and drive, tow, or remove equipment for the ISD facilities. During fielding, this process is conducted between I Corps, ISD, and the (ASA (ALT)) participants. The gaining unit accepts the equipment into GCSS-A.



AFSBN-JBLM has codified NEF procedures to support JBLM and I Corps – known as America's First Corps -- to distribute, re-distribute, and divest material while maintaining optimal levels of equipment on hand (EOH) and eliminating excess equipment. In fiscal year 2020, the world experienced a pandemic, causing organizations to reduce or halt operations, and forcing employees to work from home. Despite a reduced workforce, the 404th AFSB/AFSBN pushed through this unforeseen difficulty and supported fielding JBLM units with over \$1 million of equipment.

The 404th AFSB HQs and AFSBN-JBLM synchronize and

A training package is also associated with all NEFs. The training package consists of Equipment Fielding Program Managers (PMs) and Program Executive Office (PEO) personnel who provide gaining unit personnel, Logistics Assistance Representatives (LARs), and Field Service Representatives (FSRs), with Operator New Equipment Training (OPNET), and Field Level Maintenance New Equipment Training (FLNET). This training is no charge to the organization and supports future operations through service, repair, and maintenance of fielded equipment throughout the entirety of its lifecycle.

Logistics Readiness Centers provide support to NEF in various ways depending on the supported unit. As often is the case, the LRC is the single touch point to Army Materiel Command and its capabilities. That is certainly the case supporting NEF operations at another 404th AFSB LRC located at RIA. LRCs support NEF in three distinct scenarios. One is providing support to U.S. Army Garrison new equipment fielding. Another is to all other supported units on an in-



stallation. The last scenario involves LRC support to New Equipment Field team activities themselves. The following are two examples where the RIA provided support to NEF operations.

Rock Island Arsenal LRC Supply and Services Division provided support to the garrison's new equipment fielding of 60 M4A1 rifles and 93 M17/M18 pistols. Support included coordination with Tank-automotive and Armaments Command fielding team representatives to establish fielding dates and fielding team requirements for secure storage of the weapons, areas to process the new weapons and bring them to record accountability, and classroom space for new equipment training. The Supply and Services Division provided Property Book Officer support to ensure that all weapons

and accountable items were transferred to garrison property records. Lastly, the LRC, through its Transportation Division, coordinated the shipment of older replaced weapons to locations and activities determined through disposition instructions.

In our other example, the Rock Island Arsenal LRC Transportation Division provided coordination support to Soldier Maneuver Precision Targeting (SMPT) mission at Joint Manufacturing and Technology Center (JMTC) staging facility. For the past 10 years, they have been shipping high-tech equipment to War Fighters globally through coordination with the LRC's Transportation Division.

The mission is crucial to the fight against terror and keeping our soldiers safe. In a similar vein, the Transportation Division coordinates freight requirements for all equipment produced at the JMTC that eventually ends up with units and in the hands of Soldiers globally, including over 1,452 ambulances shipped over the past year.

NEFs are key to modernization and winning future wars. From HQDA to the tactical level, leaders have to place emphasis on equipment divestiture in order set conditions for successful NEF efforts. Key to equipment divestiture efforts is the HQDA Modernization Displacement and Repair Site (MDRS) strategy that alleviates and assists units turn in excess and legacy equipment identified for divestiture/turn in. Through the MDRS sites, the AFSBs are dedicated to unencumbering organizations of equipment, therefore allowing them more time to train - this increases overall readiness.

Through the fielding process, the 404th AFSB remains nested with all stakeholders ready to provide support where needed. The team is rapidly fielding new equipment and deliberately divesting in accordance with America's First Corps (I Corps) straining calendars within the modernization process and synchronized with deliberately planned fielding windows. Simultaneously, we're focusing tremendous efforts on the newly established JBLM MDRS. As we modernize, we divest legacy equipment in alignment with the ReARMM model through MDRS efforts in support of the U.S. Army of the future.



Our Best, Nothing Less

By SGM Quentin Washington



Introduction

The role of a Depot Sergeant Major (SGM) remains a very unique Senior Enlisted Advisory position within the United States Army's sustainment community. Depot SGM positions remain two fold, as they operate on the mission side of the depot while carrying out the same duties as a Garrison CSM. First, this article will explain actions that future Depot SGMs must pursue prior to arriving at their assignment. Gaining a generalized understanding of how Army depots fit into the United States Army's mission will shape the Depot SGM's initial thoughts of ways to support the Depot Commander. Second, this article will discuss measures to take upon arrival. Depot SGMs must establish a positive working relationship with the Commander and provide assurance towards their intent/vision and the mission. Third this article will explain how Depot SGMs embed themselves into the organization over the first 90 days. Depot SGMs make an immediate impact within the first few months by attending to areas where the Commander will assume safety risk, targeting sections where soft skill challenges exist, and engaging formal training to enhance human capital. Finally, this article will cover ways to broaden the Depot SGM's role from

90 to 180 days. As the Senior Enlisted Advisor, Depot SGMs maintain a role in shaping the depot's strategic plan, working through industrialized problem solving charts to enhance processes, and remaining a voice for Soldiers. Depot organizations remain vastly different from tactical units, but the functional duties of its Senior Enlisted Advisor remains the same as customary SGM roles and responsibilities.

Prior to Arrival

Depot SGMs lead and operate in a critical organic industrial base capacity that employs nearly 3,500 Department of Defense (DOD) civilian employees and contractors. Depot employees and contractors remain at the forefront of carrying out a critical mission that enables America's sons and daughters to perform their duties. For example, RRAD's mission remains to sustain the Joint Warfighter's combat power by providing ground combat and tactical system sustainment maintenance operations. RRAD possesses the capability to overhaul and repair a large variety of vehicle systems, thus enabling the United States Army and other joint services to perform its mission to protect our Nation. As a Center of Industrial and Technical Excellence, RRAD maintains responsibility for overhauling and repairing vehicle systems such as: variants of the Mine Resistant Ambush Protected Vehicle; the Heavy Equipment Transporter; Rough Terrain Container Handler; and combat systems such as the Bradley Fighting Vehicle Multiple Launch Rocket System and the High-Mobility Artillery Rocket System. Therefore, a seamless transition remains vital for gaining insight to becoming an advisor for the depot's mission.

Upon Arrival

Depot SGMs must understand that the Depot Commander ultimately remains responsible for all assigned missions, holds the authority over the installation, and manages all directorates. Knowing and accepting your role as an advisor will enhance the effectiveness of the command team's relationship, which reflects a positive



command climate. Upon arrival, undergo an in-brief with the Commander to gain an understanding of their vision, intent, expectations, and philosophy. Build a quad chart that supports all aspects of the in-brief, especially the Commander's philosophy. For example, the command philosophy may correlate with the six principles of command: build cohesive teams through mutual trust, create shared understanding, provide a clear commander's intent, exercise disciplined initiative, use mission orders, and accept prudent risk. Based on those six principles, develop a quad chart that articulates initiatives, close-term/near-term focus areas, accomplishments/progress from the previous week, and potential concerns/recommendations.

Leadership Training: Just like any other large organization, training has pockets of soft skill challenges that exist and influence the interaction between mid-level management, shop floor supervisors, and front line team members. These challenges, such as communication, accountability, and building trust, will influence a manager's and/or supervisor's ability to lead effectively and maintain cohesion, morale, good order, and discipline within their work areas. Leader actions regarding the aforementioned soft skill areas regulate the output of an individual and/or section's performance. The recent emphasis of Project Inclusion remains an area of interest when discussing soft skill training and remains pertinent to an individual and/or a section's performance and morale. Soft skill training enables leaders to value the different perspectives and talents of all members within their work areas. Depot SGMs must advocate for diversity and continually communicate that a diversified workforce remains more successful at resolving issues based on experiences, knowledge, and perspectives from different backgrounds. Soft skill training on areas such as diversity, communication, and accountability determines the level of morale and performance.

Ultimately, performance will impact productivity. In the Organic Industrial Base, the Depot Commander will greatly benefit from a Depot SGM's ability to maintain an organizational pulse on morale, effective communication, and the leadership abilities of mid-level-management/shop floor supervisors. Maintaining that organizational pulse requires visiting multiple areas throughout the week and listening to employees/

contractors. Listening enables the Depot SGM to identify the root cause of an issue and carefully determine an approach to provide a long term solution.

Technical Training: Technical training provides opportunities for employees to enhance their professional skills and educate themselves on the secondary components of multiple vehicle platforms. Technical courses include training on commonly used vehicle platforms, Allison Transmissions overhaul/diagnostics, Hub Locking, Welding Symbols, Schematics Reading, Air Brakes/CTIS and Hydraulics. Courses range from eight hours to 40 hours and must be carefully planned to avoid disrupting the flow of production. Within DRM's Training Division, representatives work closely with Directors, Deputy Directors, and Office Chiefs to determine their training needs. Next, the Training Division will resource leadership or technical courses that bridge the knowledge gap for those needs. The Depot SGM role remains to help facilitate the process and provide feedback to the Commander regarding the status of training per his guidance.

90 to 180 Days

Strategic Plan: While focusing on near term objectives, the Depot SGM also maintains a role in shaping the depot's strategic plan. The strategic plan is comprised of near, mid, and long term objectives that seek to enhance human capital, improve the depot's business posture, and implement modernization efforts up to five years out. The strategic plan enables key leaders to synchronize the depot's capabilities and resources in support of the United States Army's operational requirements. Upon gaining additional knowledge of how the depot operates, Depot SGMs must embed themselves into the strategic plan and participate in the lines of effort to enhance human capital. Enhancing human capital through building, sustaining, and protecting a competent workforce remains vital in the depot's effort to support the United States Army's current and future demands.

Communication: In the effort to develop competent leaders through the means of LEAN, you should leverage the knowledge of Subject Matter Experts (SMEs) from the Office of Continuous Improvement. SMEs from the LEAN Office will provide the Depot SGM with tools such as industrialized problem solving charts to improve

areas identified for improvement and/or enhancement, such as communication. For example, RRAD has multiple ways of communicating through standard processes, but the most distinctive approach of communicating involves the Tier Process. The Tier Process remains comprised of one through five echelons, which serve as the framework to communicate goals, objectives, needs, and expectations from the Commander to employees/contractors on the shop floor. The purpose of the Tier Process remains to create shared understanding of pertinent information from the Command team to each entity of personnel across the depot. In addition, the Tier Process remains leveraged to elevate problems or secure support for issues that cannot be resolved at the reporting level. In keeping with the Commander's Philosophy of creating shared understanding, conduct weekly walks on the shop floor and in administration offices to gain a pulse on the flow/effectiveness of communication. The execution of the Tier Process remains standardized in the effort to guide mid-level managers/front line supervisors throughout the communications process. Standardization include an RRAD Form 8253, which covers subjects such as safety, quality, status of parts, production goals, and the appreciation of people. Although, the process remains standardized, the human domain of leading contributes to pockets of deviations from the expected execution of Tier 1 meetings on the shop floor. As the Depot SGM and member of the human capital's line of effort, focus on creating measures to train mid-level managers/front line supervisors on properly executing their Tier meetings.

Support to the Force: In many aspects, Depot SGMs maintain the ability to advocate for the force through the voice of the Soldier, and likewise from depot leaders

Safety remains deliberate at depots.

to the Soldier. For example, a depot's electronics section may initiate an effort to restore condition Code F (unserviceable) wiring harnesses for the Abrams, Brad-

ley Fighting Vehicle, and Howitzer due to halted manufacturing and back ordered assets. The Depot SGM maintains the ability engage with the force regarding the initiative. The engagement will surely result in an abundance of phone calls and/or email correspondence requesting to start the process of shipping in their Condition Code F harnesses for rebuild. Such efforts enable the Depot SGM to work in conjunction with the operational Army. It is important to think critically and creatively of additional ways to bridge gaps between the tactical and strategic level to enhance Soldier lethality.



Depot SGMs must advocate for diversity and continually communicate that a diversified workforce remains more successful at resolving issues based on experiences, knowledge, and perspectives from different backgrounds.

Household Goods And PCS: Take The Guesswork Out Of Your Move

By The Office Of The DCS, G-4, Republished



PCS News

As Soldiers, civilians, and families gear up for the upcoming PCS season, the Army has streamlined processes and policies to enable a safe, convenient, predictable, and user-friendly move. Improvements to make this year's moves easier include updates to the Army PCS Move App, increased reimbursements for personally procured moves (PPMs), more quality-assurance inspectors, and a longer window to submit claims.

Since preparation and planning are imperative for a successful move, the Army PCS Move App, which can be downloaded for free from Google's Play Store for Android devices and Apple's App Store for iOS devices, offers information on financial management, entitlements, types of moves, planning, scheduling, and the claims process. In addition, it provides practical advice, links, and interactive functions to make the PCS move a low-hassle experience.

The new "live chat" function connects Soldiers with a live customer service representative at the click of a button. The chat function creates a communication log between the caller and the agent, which can be downloaded for record keeping.

The Army's new policy on reimbursements and allowances reimburses personally procured moves up to 100% of what it would cost the government to use an industry provider, permanently changing the Joint Travel Regulation. To enable better forecasting and scheduling, the Army now requires PCS orders to be provided 120 days before report dates.

Upon receipt of orders, Soldiers should immediately create an account or log on to the Defense Personal Property System, upload their orders, and complete all shipment applications for the move. The next step is to visit the transportation office for counseling, which will assist Soldiers, civilians, and families with state-side and overseas moves. By contacting the transportation office quickly, customers will have a better chance of scheduling a convenient move, receive confirmation of booking a moving company in advance, and receive approval to conduct a PPM.

Since each move has unique needs and requirements, Military One Source offers strategies for smooth moves, relocation assistance, and personalized support. Their 24/7 hotline (833-MIL-MOVE) provides customer-support representatives who can provide assistance and answer questions. The Army also released three household goods claims videos, located on the Army PCS Move App, to provide answers to frequently asked questions.

During relocation time, Soldiers can claim per diem allowance for meals and incidentals for up to seven days without receipts, taking some of the hassle out of the moving process.

After a shipment is delivered, Soldiers should complete the customer satisfaction survey via the Defense Personal Property System. The survey results will help keep the moving companies accountable by assessing their performance.

The deadline for claim notification is now 180 days after delivery – up from 120 days – which gives Soldiers, civilians and families ample time to identify and report lost or damaged goods.

PCS season can be stressful, but with proper planning, the development of an interactive Army PCS Move App, changes to entitlements, and improved quality assurance, the Army is taking care of its most valuable asset – Soldiers, civilians, and their families.

Moving Industry Challenges

Like many sectors, labor challenges in the moving and storage industry are driving tighter-than-normal capacity in the Defense Personal Property Program. These challenges are compounded by competition with non-DOD clients (like corporate and residential customers) vying for the same services. In many locations, DOD personnel must wait upwards of four to six weeks for



available moving crews. Demand is similarly high for rental trucks and storage containers used by customers interested in a PPM. Senior leaders across the DOD's Personnel and Logistics communities are aware of the issues and are exploring options to solve relocation-related problems for military families.

PCS Steps, Resources, and Options

Step 1: Visit your Transportation Office as soon as you receive orders. Don't wait!

Step 2: Create an account with Defense Personal Property System, upload orders, and complete shipment applications.

Step 3: Visit the transportation office to schedule the move. Whether this is your first move or your 15th, take advantage of counseling. Your local transportation office is your best resource to understand the specific challenges and delays in your community. If movers cannot be arranged to support your timeline, talk with your chain of command immediately to explore options—which may include changes to reporting timelines. Be patient with your transportation office personnel! They want to solve problems for you. Contact your local transportation office if your moving plans change or if you have questions regarding your move once scheduled. In no case should a customer feel compelled to conduct a PPM. Similarly, no customer should feel compelled to leave family members behind to handle a household goods move on their own.

OCONUS Moves: For a privately owned vehicle (POV) shipment or storage, go to PCS My POV or call the International Auto Logistics at (855) 389-9499.

Step 4: After delivery, complete the customer satisfaction survey via the Defense Personal Property System to keep the moving companies accountable. If a HHG shipment is delayed, Soldiers can file an inconvenience claim to be reimbursed for some of the related expenses.

Step 5: Within 180 days, file a claim with Defense Personal Property System if items were lost or damaged during the move.

Step 6: Unpack and enjoy your new location!

Soldiers need to remain wary of “fly-by-night companies” that look to profit from the moving Soldier's or family's desperation. Non-DOD approved moving companies may quote a Soldier one price and then raise the cost exponentially in the middle of the moving process. If Soldiers choose to hire a commercial mover, they should consider a mover registered with the Federal Government at <https://fmcsa.dot.gov/protect-your-move>. Soldiers can avoid potential dilemmas by moving with a DOD-contracted moving company.

If You Experience Setbacks

Soldiers have a few options if they experience delays in shipment or pick up. Each situation is unique, and the transportation office is the best place to receive tailored guidance for each Soldier and Family.

Option: The Government picks up the household goods and places them into an origin storage facility until a DOD moving company can move it forward to destination, with some delays expected.

Option: Soldier conducts a PPM from the residence to a local self-storage facility and receives actual cost reimbursement (ACR) until the Government can schedule a DOD moving company to move it to destination. Reimbursement could be significantly higher than normal Government contracted rates.

Option: Soldier conducts a full PPM at 100% of what the Government would pay a moving company to move all of the household goods from origin to destination duty station. Not recommended for OCONUS PCS.

Option: Soldiers receive an ACR memo from the transportation office to hire a commercial moving company with a minimum of 2 commercial invoice estimates.

Option: Soldiers pursue 30-45-60 day deferment of report dates from their chain of command to HRC or civilian gaining organization.



CLASSIFIED ADS

Career News For You

Demonstrated Logistician Program

Through the Demonstrated Logistician Program, mid-career logisticians can receive recognition of their performance in the supply chain field. There are three levels to the program: Demonstrated Logistician, Demonstrated Senior Logistician and Demonstrated Master Logistician. Each level requires varying amounts of professional education through college credit or equivalent courses, technical training associated with the applicant's specialization, and enabler training related to business or government.

Career Intermission Program

(CIP) has provided Soldiers the opportunity to take a sabbatical from their Army career to pursue personal interests. There are no specific reasons to apply and no list of acceptable criteria which could account for all the variables life throws at us. Many have utilized CIP to get a degree, take care of a family member, raise a child, align professional timelines with a spouse, or acquire a professional skill. Regardless of the reason, eligible Soldiers can be placed in an Individual Ready Reserve status for up to three years.

Ancient Order Saint Martin Award

The Distinguished Order of Saint Martin is presented to senior field grade officers, Command Sergeants Major and Sergeants Major, and DA Civilians who have made significant contributions to the Quartermaster Corps. It is intended to recognize those elite few whose careers have embodied the spirit, dignity, and sense of sacrifice and commitment epitomized by Saint Martin.



Order of Samuel Sharpe Award

The purpose of the Ordnance Order of Samuel Sharpe is to recognize those individuals who have served the United States Army Ordnance Corps with demonstrated integrity, moral character, and professional competence over a sustained period of time and whose selfless contributions to the Corps stand out in the eyes of their seniors, peers, and subordinates alike.



Ancient Order of St. Christopher

The Ancient Order of Saint Christopher is the more distinguished of the two levels of the Military Order of Saint Christopher. The Ancient Order is reserved for those few individuals whose careers embody outstanding achievements and accomplishments in the spirit, dignity, and sense of sacrifice and commitment epitomized by Saint Christopher.



Training with Industry (TWI)

TWI program has evolved to include training programs which support marketing, public affairs, artificial intelligence, physical security, and finance.

PROFESSIONAL [PODCAST](#): LISTEN NOW



CLASSIFIED ADS

U.S. Army Sergeants Major Academy (USASMA) Fellowship Program

USASMA is targeted for Sergeants Major who have potential and a strong desire to be an educator of future Sergeants Major. Selected candidates will pursue a Master's Degree in Life-long Learning and Adult Education through Pennsylvania State University or a Master's Degree in Instructional Design, Development and Evaluation from Syracuse University. Both degree programs are 30 semester-hour online programs focusing on the knowledge and skills required to develop professionals who work with adult learners in the academic disciplines of distance and continuing education; program planning, research and evaluation of adult learners; and course design and development.

eFLIPL

The electronic Financial Liability Investigations of Property Loss (eFLIPL) system achieved full operational capability on March 31st, 2021. The eFLIPL system is an Army Enterprise, cloud-based web application designed to improve accountability and visibility of (FLIPL) process in accordance with Army Regulation 735-5. Army Institutionalized training for eFLIPL is implemented in the Quartermaster School curriculum and training videos are available on MilSuite.



MilSuite Page

Did you know G-4 has a MilSuite page? You can find professional development tools, more recent ALARACT and MILPER messages and a slew of other useful resources.



92Z Merger Info

As Soldiers and NCOs advance through their careers, their leadership approach shifts from individual to organizational. However, few NCOs receive an opportunity to lead at a strategic level. The proposed merge of 92 career management field allows senior enlisted logisticians to learn broader, strategically focused perspectives. This also shifts their perspective from organizational to a more strategic view.

Digital Resources

The Army PCS Move App: Find information on entitlements, types of moves, planning, scheduling, and the claims process. Check out a live chat feature that offers real-time interaction with a Transportation Specialist to answer questions during a move.

Digital Garrison: Explore all the benefits your Army post has to offer such as restaurants, events, shops, clinics, activity centers, and directorates. Navigate to on-post facilities, and be informed about important installation information in real-time.

PCS My POV: Quickly view the current location of your vehicle, contact the destination Vehicle Processing Center for information and set up appointments with this app. Available on Google Play and Apple Store.

IPPS-A Mobile App: With the IPPS-A Mobile App, self-service transactions are automated, paper-free, and transparent. Prepare for R3 and check out the app now on the Apple Store. The app will soon be on GooglePlay.

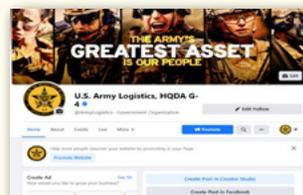
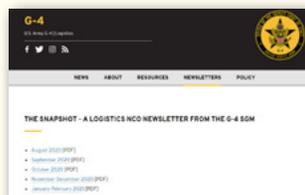
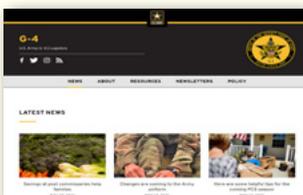
Army Digital Job Book: Every Soldier and small unit leader in the Army now has the power to view key training information in their personal or small team's individual Soldier training records whenever and wherever they have the need. Small unit leaders also have the additional ability to manage and update this information in their Soldier's records from these same devices.

HQDA G-4 Website

The official U.S. Army Logistics G-4 Website communicates the most recent news and interest stories from the field pertaining to logistics and its governing policy. It also provides additional links to useful resources and leadership bios.

HQDA G-4 Facebook

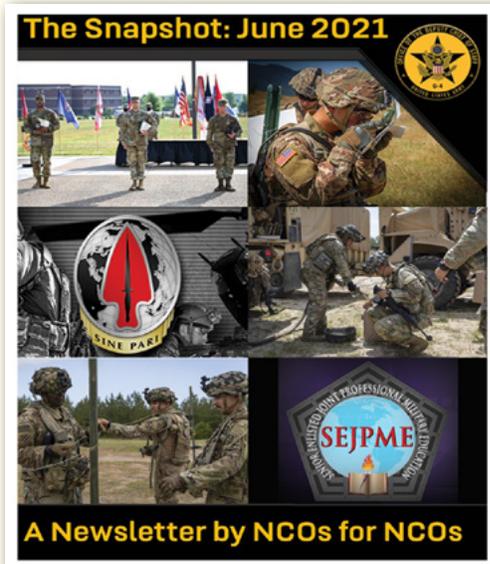
The official U.S. Army Logistics G-4 Facebook page features logistics news, videos, and photos for Soldiers, Families, and civilians. The purpose is to convey policy changes, rules and regulations, historical facts, and information regarding current and upcoming events.



SNAPSHOT: A NEWSLETTER BY NCOs FOR NCOs

“Communication - the human connection - is the key to personal and career success.” - Paul Meyer.

Honing our communication skills provides value to others while we celebrate their achievements. The Snapshot was developed by NCOs to share and honor the sustainment Soldier's many stories by highlighting organizational and individual achievements. It highlights the achievements of your organizations and your people. The Snapshot is a tool, a medium of communication, and a vessel of knowledge for relevant and valuable information throughout the worldwide sustainment community. We invite you to share content, promote best practices, engage in emerging topics, and drive thought provoking ideas. By challenging the status quo and constantly pursuing knowledge and growth, our Army and the sustainment cohort will achieve new heights.



Newsletter contributors:

AML
CASCOM
SSI
TRADOC
Transportation Corps
Quartermaster Corps
Ordnance Corps
U.S. Army Reserve
DLA
National Guard
NCO Logistics Academy
Joint Culinary Center of Excellence
Acquisitions Corps
Sustainment Soldiers and NCOs

Do you want to see your article in the Snapshot? Consider the Army's strategic direction as it relates to sustainment and let us know your thoughts!

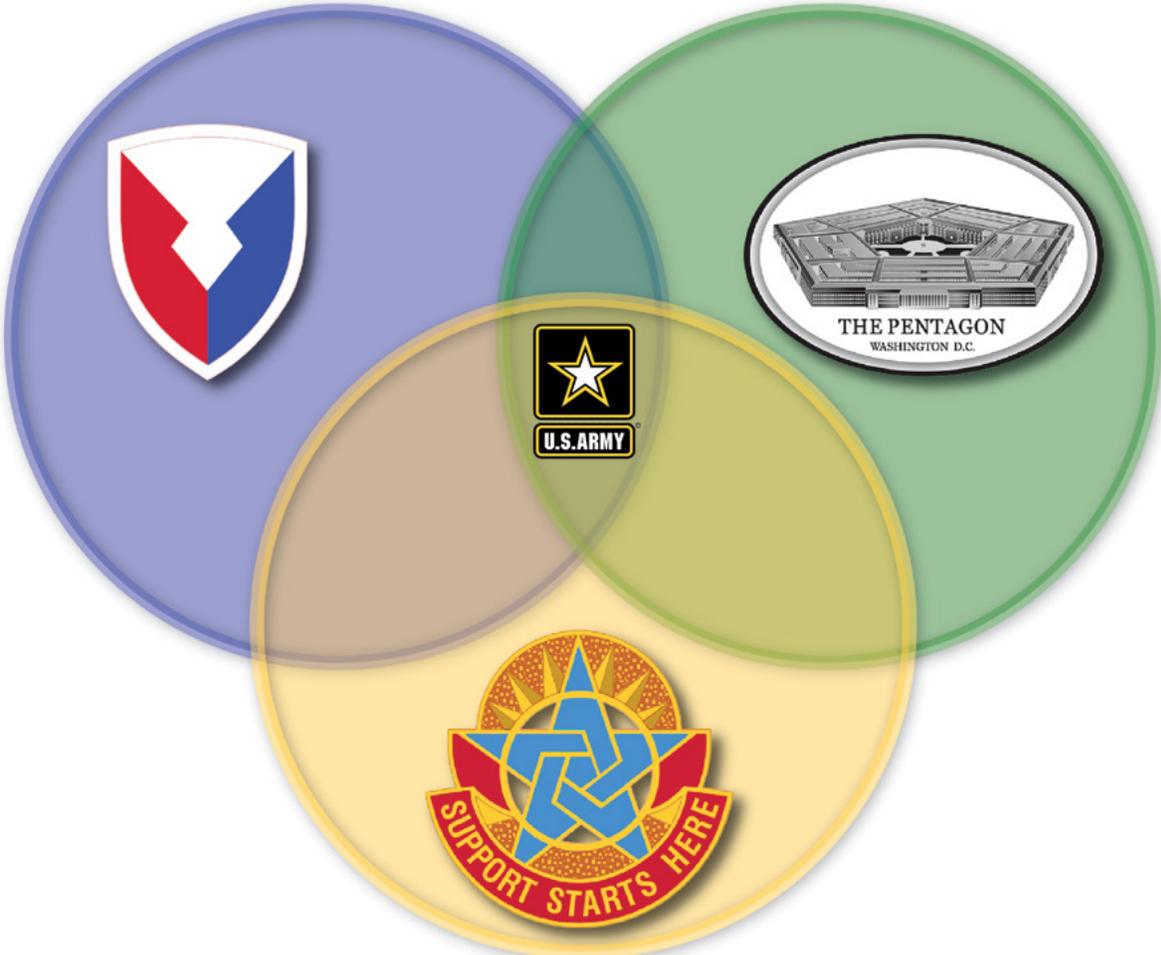
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COMBINED LOGISTICS AWARD

The Army is adapting the way it holds the annual logistics competition for 2021, moving from in-person evaluations to a virtual process in order to provide all units with an opportunity to participate and ensure that they can do so in compliance with COVID-19 protocols. The Chief of Staff of the Army Combined Logistics Excellence Awards (CLEA) is an annual competition that consists of the Award for Army Maintenance (AAME), Deployment Excellence Award (DEA), and the Supply Excellence Award (SEA) Programs. The programs focus on sustaining readiness in maintenance, deployment operations, and supply and support operations. The FY2021 CLEA will continue to focus on readiness, however, due to the virtual nature of this year's CLEA, there will be slight differences in how units compete and are evaluated for each of the three awards, after submitting initial nominations packets.

- **FY21 AAME Program:** AAME competitors will be evaluated based on a PowerPoint presentation they submit about their unit's command maintenance discipline. Then units will be questioned and evaluated in real-time via Microsoft Teams.
- **FY21 SEA Program:** Units competing for the SEA will provide an in-brief utilizing Microsoft Teams, and then they will be required to assemble their functional area team(s) to be evaluated on supply operations, MOS acumen and competency within their prescribed Accountable Property System of Record (APSR).
- **FY21 DEA Program:** DEA competitors units will participate in a validation process via Microsoft Teams.





" OUR ARMY SERVES TO DEFEND THE NATION. WHEN WE SEND THE ARMY SOMEWHERE, WE DON'T GO TO PARTICIPATE, WE DON'T GO TO TRY HARD, WE GO TO WIN. "

WINNING MATTERS

